



Commitment 2009 **Table of Contents** President's Message p2 | Putting this Review in Perspective p3 | AREVA Worldwide p4 | Overview p6 | Mining and Exploration  $_{\rm p}8$   $_{\parallel}$  Employees  $_{\rm p}14$   $_{\parallel}$  Environment  $_{\rm p}16$   $_{\parallel}$  Community  $_{\rm p}18$   $_{\parallel}$  The Future  $_{\rm p}21$   $_{\parallel}$ 



## Commitment: Long Term

There will be new mines in Saskatchewan. There will be new energy initiatives in Canada. There will be dedicated and talented people, just as there are today, who will join our industry, develop their skills, advance their careers and add to the prosperity of their families and communities. There will be markets for our resources worldwide. At the forefront of all this will be AREVA Resources Canada.

When we talk about our plans for AREVA Resources, the questions to be answered are not "if" but "when." When the Cigar Lake mine begins operating, it will ensure a supply of ore for our McClean Lake mill for decades to come. Our preparation for the eventual opening of our Caribou and Midwest projects continues, so that when the right time comes, we will be able to proceed without delay. In the meantime, we continue our research and development efforts in the Mining Equipment Development program. As for the worldwide uranium market, we know that the current downturn will become an upward trend.

I am pleased to say that, at our completed Cluff Lake mine, the Canadian Nuclear Safety Commission has renewed the decommissioning licence for ten years beginning in August 2009. Also in August 2009, Cluff Lake AREVA employees achieved nine years of activity without a lost time accident.

In my message last year, I emphasized that the optimism in 2007, "must be tempered with a pragmatic understanding of current challenges and the inherent uncertainties of the mining industry." Exploration and mining, by their very nature, are impacted by countless variables, from the stability of the earth to the stability of the world's banks. The upturns and downturns, the celebrations and the disappointments, are to be expected. The challenge is to manage through these fluctuations with resolve and long-term vision.

We are fortunate, then, to be part of the AREVA group. This gives us the necessary stability and capability to endure the tough times that lead to eventual rewards. A global company the size of AREVA has of course been affected by the global recession, and has acted prudently to protect its operations and secure its future. Economic crisis or not, our customers need to operate their plants and transport electricity. For example, about 80% of our revenue from the reactor business is recurrent. This gives us great protection against economic instability.

This year's annual review focuses not only on what has transpired, but also – and in some respects more importantly – on our undiminished commitment to our employees; to resource development; to the environment; and to our communities.

Times and markets will always change. Our commitment will not.

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**Vincent Martin** 

President and Chief Executive Officer AREVA Resources Canada Inc.

## Putting this Review in Perspective

No company operates in isolation. We are impacted by, and have an impact on, a multitude of environmental, social and economic entities and conditions. Here are a few to consider as you read our 2009 Annual Review.

#### 1 - ECONOMIC IMPORTANCE OF URANIUM MINING TO SASKATCHEWAN

- Including contractors, Saskatchewan uranium mines employ about 2,600 people, half of whom are residents (primarily First Nations and Métis) of northern Saskatchewan.
- Including head office employees, Saskatchewan uranium mines directly employ about 3,500, and with spin-off jobs the industry employs over 10,000 residents of the province.
- Direct taxes and royalties from Saskatchewan uranium mining total about a quarter billion dollars annually. The same amount is also spent on salaries and benefits.
- · Last year, about \$350 million was invested in capital projects.

#### 2 - DIFFERENT COUNTRY: DIFFERENT VIEW

- With 64 million people, France a country somewhat smaller in area than Saskatchewan – has 58 nuclear power plants in operation, providing close to 80% of its electricity. The French people are quite accustomed to living with nuclear power, including the resulting benefits such as low electricity rates and low greenhouse gas production.
- France has one AREVA EPR<sup>™</sup> reactor under construction and several more are planned.

#### 3 – REACTOR CONSTRUCTION

- AREVA has built 98 of what are called Generation II reactors. Four EPR™
   Generation III+ reactors are now under construction. They are the safest and
   most efficient in the world. For example, they use less fuel and waste per kWh
   is reduced by about 30% (see also p.5).
- In total, 44 nuclear plants are under construction around the world and many more
   25 in the US alone are proposed. This in turn is creating an increasing demand for skilled men and women in the industry, and future demand for uranium.

#### 4 - MANAGING WASTE

- Spent reactor fuel comprises about 95% uranium and about 1% plutonium, which can be extracted to produce new fuel. As a result of AREVA's fuel reprocessing, the total volume of France's high-level nuclear waste is about the same as an Olympic-sized pool.
- Meanwhile, nuclear utilities, such as those in the United States and Canada, put aside sufficient funds into government hands for long-term management of the waste. This waste is not a burden to the taxpayers, nor is it a burden to the environment, because it does not disappear up a stack.

#### 5 – CHOOSING SITES FOR NEW NUCLEAR PLANTS

 Communities that already have an existing nuclear plant are the most supportive, with a large majority of residents welcoming the prospect of new plants. This is at a time when it is almost impossible to site coal plants and liquid natural gas terminals in the more heavily populated parts of North America.

# Time to Come Clean about Nuclear Energy

The battle is against carbon dioxide  $(\mathrm{CO_2})$  emissions. To mitigate climate change, we need to choose energy sources that minimize our production of this "greenhouse gas." Some detractors of nuclear power, while agreeing that nuclear power generation produces the least amount of  $\mathrm{CO_2}$ , would then exclaim, "Aha! But what about all the energy it takes to mine uranium, process it, transport the fuel and build, operate and decommission (i.e. close down) a nuclear power plant?" Several independent studies have measured the entire life cycle of different energy sources, and all have reached the same conclusions: Hydro, wind and nuclear generate the least amount of greenhouse gases per unit of electricity. Of these three, only hydro and nuclear can deliver consistent, constant "baseload" electricity. Wind, while certainly part of the energy solution, cannot.

#### Life-Cycle CO<sub>2</sub> For Energy Technologies (kg CO<sub>2</sub>/kWh)



Source: Laboratory for Manufacturing and Sustainability, University of California, Berkeley: Corinne Reich-Wieser, David Dornfield, Steve Horne

#### Who has Seen the (potential of) Wind?

Like a scene from a science fiction movie, the 80 wind turbines come into view at the Global Tech 1 wind farm – in the German North Sea. That vision is destined for reality, possibly as early as 2011. AREVA has formally signaled its intent to build the 5 MW turbines, which will produce 1.4 billion kWh per year for approximately one million consumers. The turbine field will cost about \$1.1 billion CDN.



# AREVA: A Diverse Energy Mix Throughout the World

In a remote camp in northern Saskatchewan, a geologist is earning a good living for herself. In a small house in Calais, France, a teenager turns on his computer to go on Facebook, while his grandfather watches television. The connection is AREVA, the world leader in nuclear technology and the only company to cover all industrial activities in this field. In total, AREVA has manufacturing facilities in about 40 countries and a sales network in more than 100.

In addition to nuclear power, AREVA has established its Renewable Energies Business Unit to explore and harness the potential of energy sources, including biomass (plant and animal matter), solar, and wind that provide carbon-free electrical power.

## The EPR™Reactor: Certainty and Safety for our Future

AREVA's EPR™ is clearly destined to be the mainstay of standardized, efficient reactor fleets in the world.

Ten international utilities have already chosen the EPR™. There are four EPR™ reactors under construction in Finland, France and China, and others are being proposed in the United States, Great Britain, South Africa and other countries.

The EPR™ design has evolved from the proven technology based on the construction of 87 pressurized water reactors built by AREVA throughout the world. Its design, based on a series of redundant passive and active safeguard systems, makes it the only Generation III+ reactor in the world.



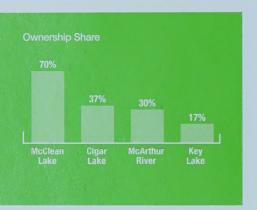
Recycling Nuclear Warheads into Electricity

Fuel once meant for weapons will now become a source of light and warmth. In fact, by 2013 the equivalent of 20,000 nuclear warheads will be converted for peaceful uses. AREVA is participating in that mission, as part of the "Megatons to Megawatts" program.

## **AREVA Resources Canada**

AREVA Resources Canada is a key factor in the AREVA group's integrated ability to provide nuclear energy to its customers worldwide. AREVA is firmly committed to expansion of its operations in Canada.

In 2008, AREVA Resources Canada, based in Saskatoon, was named head office for the North American Mining Division.



#### Operations

AREVA Resources' production in 2008 increased slightly from the prior year to over seven million pounds  $\rm U_3O_8$ . A decline in production from the McArthur River mine was more than offset by a significant improvement in production at McClean Lake. A brief review by project follows:

The 70% owned McClean Lake operation, which is operated by AREVA Resources, produced 3.2 million pounds U<sub>3</sub>O<sub>8</sub> in 2008, compared to 1.9 million in 2007. This production increase was driven by increased throughput at the McClean Lake mill combined with slightly higher grade ore available from the Sue E deposit. Mining of Sue E began in 2005, continued

throughout 2007, and was completed in March of 2008. Mining of the Sue B deposit was started and completed in 2008. The stockpile from the Sue E and Sue B deposits will continue to provide ore for the mill.

- McArthur River production reached 16.6 million pounds U<sub>3</sub>O<sub>8</sub> for 2008, compared to 18.7 million pounds in 2007. All McArthur River ore is milled at the Key Lake facility. AREVA Resources received 5 million pounds U<sub>3</sub>O<sub>8</sub> production through its 30.195% ownership of the McArthur River operation. This level of production was lower than anticipated due to a milling shortfall at Key Lake that resulted from various equipment breakdowns.
- A setback occurred in the remediation efforts on the Cigar Lake project in 2008, as another water inflow occurred while the mine was being dewatered. Because of this, the timing of the start-up of production is uncertain. AREVA Resources Canada has a 37.1% ownership interest in the project.
- In late 2008, the joint venture partners in the Midwest uranium mine project announced a decision to postpone development of the project due to current unfavourable economic and market conditions, and significant increases in capital cost estimates.
- In addition to an active exploration program for a range of projects in northern Saskatchewan, AREVA Resources is the operator of the Kiggavik project in Nunavut, which is currently undergoing a feasibility study. AREVA Québec is currently managing an ambitious exploration program with some 9,000 exploration claims in Quebec.

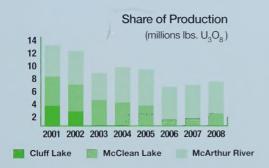
#### Revenue

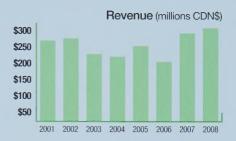
Revenue increased from \$293 million in 2007 to \$302 million in 2008 as higher sales volumes more than offset a small decline in average selling prices.

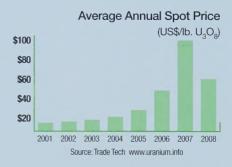
Despite the significant decline in the uranium spot price in 2008, selling prices remained firm as sales are made under a variety of long-term contracts, some of which have minimal exposure to spot prices.

#### Market

The spot price of  $\rm U_3O_8$  opened the year at \$89 US and decreased to close the year at \$53 US. Prices have continued to decrease in early 2009 to the \$40 US range as of early April, climbing into the \$50 range by summer.









## Corporate Governance

#### **Executive Management**

Vincent Martin, President and Chief Executive Officer, AREVA Resources Canada Inc

#### **Board of Directors**

Sébastien de Montessus, Executive Vice President, AREVA Business Unit Mines

Xavier Chabot, Industrial Director, AREVA Business Unit Mines

Roger Alexander, President, AREVA Canada Inc.

Vincent Martin, President and Chief Executive Officer, AREVA Resources Canada Inc.

Gerald Scherman, Senior Vice President and Chief Financial Officer, AREVA Resources Canada Inc.

Tammy Van Lambalgen, Vice President Regulatory Affairs and General Counsel, AREVA Resources Canada Inc.

Jean-Pierre Nicoud, Vice President Engineering and Projects, AREVA Resources Canada Inc.

## McClean Lake

Since the completion of mining at the Sue B pit in November 2008, crews continued working on maintenance and reclamation activities at the mine area. The JEB mill is currently processing stockpiled ore from the mined-out Sue E and B pits. McClean Lake recently celebrated its 10th anniversary of operations in June 2009.

Each week, the planes arrive with workers from Saskatoon, Prince Albert and seven northern pick-up points. The passengers are on their regular one-week-on/one-week-off shifts. Some will stay in the new camp wing, which has added 140 new rooms with increased comfort in a high energy-efficient building – bringing the total number of rooms to 292. The original dorms are also being upgraded to increase comfort and energy efficiency.

With over 40 million pounds of uranium concentrate produced since its inception, McClean Lake is the flagship of AREVA Resources Canada. The McClean Lake mill is the most technologically advanced uranium mill in the world. It can process ore grades from less than 1% to 30% uranium. The mill has been expanded to process the future ore from the Cigar Lake project.

The mine was the first uranium mine in North America to obtain OHSAS 18001 international occupational health and safety management system certification, on June 2, 2008. In 2000, McClean Lake became the first uranium mine in North America to achieve ISO 14001 environmental management certification.

The Canadian Nuclear Safety Commission approved the renewal of the operating licence for a period of eight years from July 1, 2009 to June 30, 2017. The eight-year term is a first for the Canadian uranium-mining industry. The new licence also authorizes mining of the McClean Lake North Deposits consisting of several 'pods' of uranium to be mined from the surface through the innovative Mining Equipment Development (MED) Program. The MED Program uses high-pressure water to cut ore loose and pump it to the surface. The licence for the current care and maintenance activities at the Midwest site is now included in the McClean Lake licence.

Caribou is a smaller uranium deposit 1.8 km northwest of the Sue mine area at McClear Lake. The relatively shallow orebody is about 100-130 metres below the surface, conducive to open pit development. However, depressed uranium prices and increased production costs have resulted in postponement of development – and the unfortunate layoffs of employees with the suspension of site mining activities. The licensing process continues so that the project will be ready when a decision is made to proceed.

#### **OWNERSHIP**

70% AREVA Resources Canada (operator)

22.5% Denison Mines Inc.

7.5% OURD Canada Co. Ltd.

#### RESERVES AND RESOURCES

28.2 million pounds U<sub>3</sub>O<sub>8</sub> (Dec 2008)

Evening fishing at the McClean Lake camp





## McArthur River

McArthur River is the world's largest high-grade uranium mine, contributing more than 16% of the world's uranium production. It began operation in December 1999 and received ISO 14001 environmental certification in January 2003. Annual production capacity is 18.7 million lbs. U<sub>3</sub>O<sub>8</sub> (7,193 tonnes uranium), which is milled at Key Lake. In 2008, total ore milled was 16.6 million lbs. U<sub>3</sub>O<sub>8</sub> (6,385 tonnes uranium).

#### **OWNERSHIP**

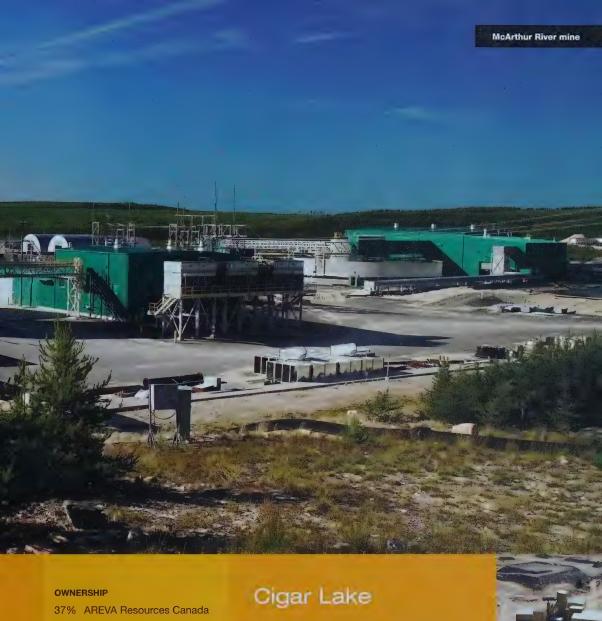
30% AREVA Resources Canada

70% Cameco Corporation (operator)

#### **RESERVES AND RESOURCES**

332.6 million pounds  $\rm U_3O_8$ 

(Dec 2008)



50% Cameco Corporation (operator)

8% Idemitsu Uranium Exploration Ltd.

5% TEPCO Resources

#### RESERVES AND RESOURCES

226.3 million pounds  $U_3O_8$  (Dec 2008)

In August 2008, development at Cigar Lake was halted by a new inflow of water during an attempt to dewater the underground mine. Work is progressing to remediate the situation and seal the mine, so that planned mine development can continue. Cigar Lake is the world's second-largest known high-grade orebody. Planned annual production is 18 million lbs.  $\rm U_3O_8$  (6,924 tonnes uranium). When production begins, slurry will be trucked about 80 km to the McClean Lake mill for processing.





## Key Lake

In operation since 1983, Key Lake is the world's largest uranium milling operation, capable of producing 16% of the world's annual uranium production. The mill has a rated annual capacity of 18.7 million pounds  $\rm U_3O_8$  (7,193 tonnes uranium). Mining no longer occurs at Key Lake, with all ore now coming from McArthur River (see p.10).

#### **OWNERSHIP**

17% AREVA Resources Canada

83% Cameco Corporation (operator)

#### **RESERVES AND RESOURCES**

Mining no longer occurs



The Midwest Project, located 16 km west of McClean Lake, will comprise an open pit mine and a utility and transportation corridor to move ore and treated mine water to McClean Lake. The ore will be processed at the McClean Lake mill.

Rising anticipated costs and lower uranium prices contributed to the decision to delay the development of Midwest. The environmental assessment and engineering activities are continuing, so that the project will be ready to proceed when market conditions improve.

#### **OWNERSHIP**

69% AREVA Resources Canada (operator)

25% Denison Mines Inc.

6% OURD Canada Co. Ltd.

#### RESERVES AND RESOURCES

42.5 million pounds  $U_3O_8$  (Dec 2008)



#### **OWNERSHIP**

51% AREVA Resources Canada (operator)

49% UEX Corporation

#### **RESERVES AND RESOURCES**

Exploration project

## Shea Creek

Shea Creek hosts the Kianna, Anne and Colette deposits within a 196 km² exploration lease. Access is year-round by Provincial Highway #955 and by air, including float planes. Field exploration is currently conducted from the former Cluff Lake mine camp, 13 km north.

#### **OWNERSHIP**

AREVA Resources Canada (operator)

JCU Exploration (Canada) Co. Ltd. DAEWOO Corporation

RESERVES AND RESOURCES

**Exploration project** 

## Kiggavik and Sissons

The Kiggavik and Sissons projects, located about 80 km west of Baker Lake Nunavut, are in the process of being amalgamated into one joint venture operated by AREVA Resources Canada. There will be four open pit mines and one underground mine, with 400-600 permanent jobs during operation.



## **Employees**

When Bruce Walls comes to work in the morning, he seems to have some spring in his step. He's got reason to be upbeat. The 2008 employee opinion survey demonstrated that the actions taken to address concerns expressed in 2006 are working (see next page).

There's still room for improvement, and as VP of Human Resources and Industrial Relations, Bruce is resolved to keep the momentum going. "Employees need and want to know how their individual goals and actions support broader corporate objectives," explains Bruce. "We're working on developing that understanding through improvements to our goal setting process, regular information update sessions, Lunch'n'Learn meetings, and enhancements to our Leadership Development Program." Management is using this mix of actions and activities to inform employees on topics such as AREVA corporate updates, the Mining Business Unit's Strategic Objectives, updates on the status of ARC projects, new initiatives, sustainable development, and the AREVA Way, the corporation's continual improvement program.

Bruce admits that this time the results will be harder to measure, compared to obvious adjustments from the 2006 survey. The new dorm at McClean Lake, additional pick-up points and enhancements to our annual incentive program are much more visible than a gradual, positive evolution of our corporate culture.





Percentage of AREVA Resources' employees who rated these factors more favourably compared with 2 years ago:

Overall, how would you rate
AREVA as a place to work?

How would you rate overall morale compared with 2 years ago?

How would you rate AREVA on providing required training?

How would you rate AREVA on union/management relations?

Overall, how would you rate AREVA as an organization to work for?

How would you rate AREVA on company sponsored/organized activities?

How would you rate AREVA on having enough staff to do the work in your work group?

How would you rate AREVA on your pay?

How would you rate AREVA on leadership effectiveness compared with 2 years ago?

How would you rate AREVA on being socially responsible?

## Environment

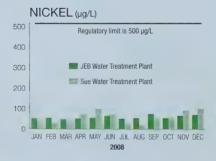
Cashing in - on the Calciner

Khalid Hammouch can tell you about heat. Try 800°C. That's the temperature of a calciner in full operation, during one of the steps in milling uranium ore. Even in standby mode, the calciner registers a cool 300°C. What else can the heat be used for?

The answer earned Khalid and his teammates a trip to Paris, along with 19 other teams from China, India, Germany, the US and France. At stake was first prize in the AREVA group's Sustainable Development Awards. "Cashing in on the Calciner" presented a simple idea: add a heat exchanger to the calcination process. Although it didn't win the prize, the concept earned the admiration of the judges and others, who were left pondering, "Why didn't I think of that?"

#### Monitoring Effluent Water Quality - McClean Lake

AREVA Resources' network of policies, procedures and monitoring programs ensures that emissions from mining and processing remain as low as reasonably achievable. The graphs below show the significant difference between regulatory limits and the sampling results at the JEB mill and Sue mine water treatment plants at McClean Lake.



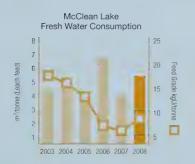


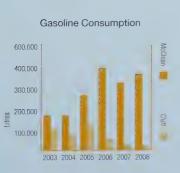


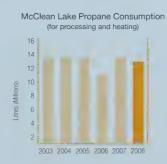


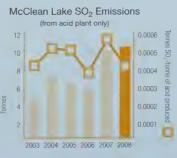


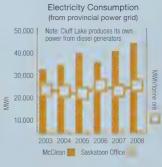
We are always striving to minimize our effect on the environment and our use of resources. One method is to monitor a number of indicators to see how we are doing and where there is room for improvement. Here are some of the results:

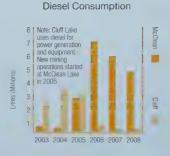












## Commitment to Community

AREW is people, and people are community. AREVA Resources Canada, on its own and in pertinent in with the AREVA Foundation, worked with a veriety of non-profit communities in the past year to make our communities safer, healther and more vicinist.

In the past ten years, the number of patients with kidney disease at St. Paul's Hospital in Saskatoon has grown by 151%. The disease is a particular concern in northern Saskatchewan: Aboriginal people experience a relatively high incidence of diabetes, which is linked to kidney disease. To find solutions and provide state-of-the-art clinical care, St. Paul's established the Centre of Excellence for Nephrology. The AREVA Foundation, based in Paris, lent its support by contributing \$450,000; AREVA Resources Canada added to this to bring the total gift to \$750,000. The money was used to establish the AREVA Foundation Telehealth and Community Outreach Programs, which improve screening, diagnosis and tracking outcomes, especially in remote communities.





La Loche volunteer firefighters Ken Roth and Derek Herman get ready to load the Jaws of Life. AREVA donated this equipment, used primarily to open doors in accident vehicles. "Before, the nearest Jaws of Life was two hours away," notes Morris Onyskevitch, AREVA's former Manager of Northern Affairs. "If someone is pinned in a vehicle, that's not good."



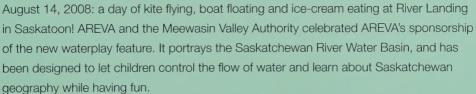




Emerging Saskatchewan visual artists, representing different cultures and areas of the province, came together in a special exhibit sponsored by AREVA Resources. The grand opening attracted one of the largest turnouts ever for a new exhibit at the Mendel Art Gallery in Saskatoon. Later, AREVA employees were invited to a private viewing with some of the artists.









# Beyond Media: Connections and Conversations

Last year, AREVA Resources had more than 300 positions to fill in Saskatchewan. Competition for talent was stiff. To help increase our brand appeal to potential recruits, we ventured into the virtual world of the 330 million people who use the Internet to upload and watch videos, and interact online. The 18-30 year-olds of Facebook and YouTube soon responded.

The result was the creation of an experience – a dialogue – that transcended traditional media marketing to engage our audience. In 2008, 25 videos from across Canada related to 'saving the planet' were submitted online. Within a few months, they had received over 50,000 views and are still being watched today!





Saving the planet one video at a time – that was the mantra of our Save the Planet Video Contest. Participants across Canada submitted videos with original ideas to solve the world's increasing energy demands, ranging from thought-provoking documentaries to off-the-wall spoofs. Ever heard of Doctor Environment? Nuclear Power Man? Watch these characters in action at www.savetheplanetcontest.ca.







### The Future

"Nobody wants global warming," observed the older fellow at the coffee shop, "but then again, nobody wants to be the first to cut the electricity to their home." That's the quandary on a global scale, and the problem is growing. According to the International Energy Agency, primary energy needs will jump 55% between 2005 and 2030; energy-related CO<sub>2</sub> emissions are expected to increase 44% (source: World Energy Outlook, 2007). The only way to counteract that dire prediction is to implement significant, sustainable answers – starting now.

More and more people are taking the warning seriously, and starting to consider nuclear power as a solution. Support for nuclear energy in Canada is highest in New Brunswick and Ontario, where 67% are in favor of nuclear energy as a way of producing electricity and where nuclear power plants have been producing electricity for years. The national figure is 50% (source: Ipsos Reid, Sept. 2008). In the United States, 69% of Americans support the construction of new nuclear power plants (source: Bisconti Research, Sept. 2008).

## Brighter Days Ahead

Despite the global economic turmoil, AREVA is committed to the long-term development of sustainable energy, and to the people and communities who share that vision. At AREVA Resources Canada, the long-term plan includes development of new mines to capture the potential of the richest known uranium deposits in the world; and related initiatives and undertakings that will contribute to the Canadian economy by meeting the world's growing energy demand.

All over the world, AREVA provides its customers with solutions for carbon-free power generation and electricity transmission. With its knowledge and expertise in these fields, the group has a leading role to play in meeting the world's energy needs.

Ranked first in the global nuclear power industry, AREVA's unique integrated offering covers every stage of the fuel cycle, reactor design and construction, and related services.

In addition, the group is developing a portfolio of operations in renewable energies. AREVA is also a world leader in electricity transmission and distribution and offers its customers a complete range of solutions for greater grid stability and energy efficiency.

Sustainable development is a core component of the group's industrial strategy. Its 75,000 employees work every day to make AREVA a responsible industrial player that is helping to supply ever cleaner, safer and more economical energy to the greatest number of people.

www.areva.com

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